A/61/14

United Nations

Report of the Executive Director of the United Nations Institute for Training and Research

General Assembly
Official Records
Sixty-first Session
Supplement No. 14 (A/61/14)

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United Nations • New York, 2006

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ISSN 0252-1326

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I. Introduction: review of the mandate

1. During the biennium under review, the United Nations Institute for Training and Research (UNITAR) organized more than 400 different training programmes. Besides capacity-building, training activities are growing steadily. Over the last two years, more than 57,000 participants benefited from UNITAR activities, specifically 13,200 through workshops, seminars, fellowships and field-based capacity-building activities, while close to 44,000 persons followed the Institute's distance learning and e-learning programmes. The design and diffusion of new pedagogic methodologies have allowed these positive developments.

2. All training and capacity-building activities have been designed and conducted without any financial support from the United Nations Regular Budget, whatsoever. All the programmes are self-funded.

3. The present report of activities covers the biennium 1 January 2004 to 31 December 2005. Its presentation has changed somewhat from past years. The report now aims at being less descriptive, strictly speaking, and follows a more global and sometimes analytical perspective, through a thematic merging of the programmes whenever possible. Statistics are annexed to illustrate the main features of the report. Further tables and graphs can be found on the UNITAR website: www.unitar.org

4. The issue of review of mandate of UN bodies called for by the "2005 Summit Outcome" was put to the consideration of the UNITAR Board of Trustees at its last session, held in Geneva 25 to 27 April 2006. The Trustees felt that an in-depth consultation would be necessary. The Conclusions and Recommendations of the Board read as follows:

> "At the time of UNITAR's establishment in 1965, its mandate, broadly speaking, was to conduct both training and research. Over the decades, however, this double mandate had been somewhat streamlined, until the early 90's when it was specifically focused on training for Member States (with research being exclusively limited to research on/for training). This evolving mandate, the changing context of the United Nations itself, as well as the general reflection initiated by the Secretary-General on review of mandates made this a unique opportunity for the Board to further study UNITAR's current mission and its future evolution. It was decided therefore that an ad hoc informal reflection group would be formed, to prepare in consultation with the Secretariat, a more in-depth paper for the consideration of the Board at its forty-fifth session in 2007. The Chairman requested the Trustees from Brazil, France, Japan and South Africa to join him in this group, the schedule and modalities of which would be later decided."

5. The review of its mandate has been a constant concern for UNITAR since its restructuring process began in the late 1980s. The two initial main functions of UNITAR, described in its Statute pursuant to a resolution of the General Assembly dated December 1963, were training and research. In December 1987, the General Assembly (42/197) stated that the main function of UNITAR should be training and that research should be funded by Special Purpose Grants. In 1993, the General Assembly (47/227) went a step further and suggested that non-training activities should be transferred to appropriate United Nations' bodies. Since this date, UNITAR has been focusing exclusively on training and training-related research, abandoning research per se. As for training, the general situation has also evolved, in particular with the establishment of the United Nations Staff College. In 1997, the Joint Inspection Unit prepared a report whose conclusions were endorsed by the General Assembly during its Fifty-second session (52/206). A so-called "effective division of labour" was decided, by which the UN University was to focus its activities on

research, UNITAR on training staff for Member States and on research on training, and the UN Staff College on the training of United Nations staff.

6. Since this date, UNITAR has complied with the decisions of the General Assembly. The mandate (or purpose) of UNITAR has not changed, but its functions have been largely adapted to the needs of the Member States. In addition, UNITAR continues to reflect on the following training challenges:

At the national level

- How can training become an integral component of building capacity to reach specific goals with measurable impact? In other words, what can be done to ensure that training does not remain an end in itself?
- What can be done to enhance national strategy development for specific priority areas, based on a country-driven situation and gap analysis, to set the stage for targeted training?
- How can the substantive quality and content of training be ensured to address the needs of partner countries rather than being exclusively knowledge transfer from developed to developing countries?

At the level of the United Nations system

- What can be done to better define terms like training and capacity-building or strengthening, terms which are presently used loosely in the United Nations system?
- What can be done to facilitate, in a cost effective way, information exchange on training curricula and programmes offered in the United Nations System?
- What are the opportunities and possible benefits of exchanges of experiences on training and capacity-building methodologies currently used by various United Nations bodies?

7. An interesting recent development deserves to be mentioned. In its resolution (60/213), the General Assembly affirmed the relevance of UNITAR's training activities to answer the requirements of States and local authorities. The inclusion of "local authorities" in the resolution represents an additional important dimension to UNITAR's mandate.

8. With a financial situation which has become stable and even prosperous as far as Special Purpose Grants are concerned and considering the experience and track records of the recent past, UNITAR is able to implement its mandate as it now stands.

9. Two specific additional issues deserve to be mentioned. First, due consideration will have to be given to several General Assembly resolutions requesting that the Secretary-General, in consultation with the Institute and United Nations funds and programmes, continue to explore ways and means of systematically utilizing the Institute in the execution of training and capacity-building programmes for the economic and social development of developing countries (Res/55/208). This would certainly contribute to avoiding any duplication which still exists in the Organization regarding training and capacity-strengthening.

10. Since the commencement of the successful restructuration process of UNITAR, begun in the early 1990s, the expenses of UNITAR have been met in full, without any subsidy from the UN Regular Budget. Article VIII of the Statue reads, "The Institute shall operate on the basis of paid-in voluntary contributions and

such other additional resources as may be available". However, with the resolution 47/227, which represents the reference for the restructuring process, the General Assembly decided "that the funding of training programmes held at the specific request of Member States of the United Nations and members of other United Nations system organs and specialized agencies should be arranged by the requesting parties." As of the fifty-fourth session (54/229) and regularly since then, the General Assembly encouraged the Board of Trustees to consider organizing events of the Institute at additional sites, including the cities hosting regional commissions, in order to promote greater participation. During this new biennium 2006-2007, training courses are being organized with the Executive Secretaries of the United Nations Regional Commissions in Addis Ababa, Bangkok, Beirut and Santiago. The programmes are being delivered free of cost as are those already addressed to diplomats accredited to the United Nations at Geneva, New York, Vienna and Nairobi. Part of the costs of these events could be charged to the United Nations Regular Budget, without considering them as subsidies, but purely as reimbursement of costs. This fact could be considered within the review of mandates.

11. UNITAR's Board of Trustees is analyzing the whole issue of the mandate review and will certainly submit its views in order to contribute to the on-going debate.

II. International affairs, peace and security

12. An effective United Nations requires the full and meaningful participation of all Member States to respond to the wide range of issues and concerns before it. The **2005 World Summit Outcome** recognized the valuable role of the major United Nations conferences and summits in economic, social and related fields and reaffirmed "the vital importance of an effective multilateral system, in accordance with international law, in order to better address the multifaceted and interconnected challenges and threats confronting our world and to achieve progress in the areas of peace and security, development and human rights ... ."

Services and Activities

13. The International Affairs, Peace and Security cluster at UNITAR comprises a number of programmes and sub-programmes which aim to enhance the capacity of Member States and support the United Nations in meeting its goals and objectives. The activities include the organization of skills-development workshops, awareness-raising and orientation briefings, knowledge-learning seminars and fellowship programmes, as well as the development and dissemination of training tools and methods, such as needs assessments, simulation exercises, distance learning courses, glossaries, CD-ROMs, DVDs and other publications. Many of the Institute's programmes, projects and activities have been initiated in the context of recent UN resolutions, decisions, declarations and action plans, and/or in response to specific requests from Member States, partner organizations or other entities.

14. **Multilateral Diplomacy and International Affairs Management:** In view of strengthening the capacity of Member States to perform effectively in multilateral diplomacy and in the UN system and conferences, in particular, UNITAR has continued to provide skills development and orientation training to diplomats of the permanent missions accredited to the UN Offices at Geneva, Nairobi and Vienna. Parallel to these activities, the Institute has responded to a growing number of requests from individual Member States, international organizations and other entities to organize customized courses at the country, regional and local levels, as well as to provide technical advisory services related to the curriculum development of diplomatic training institutions. Funded entirely from extra-budgetary sources, these "demand-driven" activities were designed from the "bottom-up," taking into consideration the needs and priorities of the requesting entities, and implemented often in partnership with national training institutions and/or

international organizations. In many cases, the activities targeted a wide-range of government ministries and officials, and combined substantive knowledge learning, awareness raising and skills development with applications to a number of contemporary social, economic and sustainable development policies. UNITAR also continued its cooperation with the UN Office of Legal Affairs pursuant to General Assembly resolution 2099 (XX) and organized, during the biennium under review, four global and regional training fellowship programmes in international law, and, in the context of other projects, implemented two fellowship programmes in international civil service and human security and development.

15. **Peacemaking and Preventive Diplomacy:** Ever since the Charter resolved to "save succeeding generations from the scourge of war", the UN has strived to develop more effective methods for achieving this important and challenging goal. The 2005 World Summit Outcome reaffirmed the obligation of States to settle their disputes peacefully and stressed the importance of preventing armed conflict, as well as recognized "the important role of the good offices of the Secretary-General, including in the mediation of disputes" and supported efforts to strengthen the UN's capacity in this area. UNITAR has continued to work to address these important goals by providing advanced training in negotiation and mediation skills to diplomats and UN staff in the context of its annual UNITAR-IPA Fellowship Programme in Peacemaking and Preventive Diplomacy. To strengthen conflict management and resolution skills and mechanisms in Africa, it organizes annually both a Regional and Sub-regional Programme to Enhance Conflict Prevention and Peacebuilding in Africa.

16. To preserve and pass on the valuable lessons and experience of Special Representatives, UNITAR created the Programme for Briefing and Debriefing Special and Personal Representatives and Envoys of the Secretary-General, which has brought together all current SRSGs with the most senior UN staff to share lessons learned and resolve problems. In-depth interviews with SRSGs have led to the publication of two editions of a book entitled, *On Being a Special Representative of the Secretary-General*. A set of DVDs has also been produced, based on the interviews, including one entitled, "Lessons in Peacemaking". These have been distributed to SRSGs and relevant UN staff.

17. Based on the recommendations of UN Special Rapporteurs and the request of indigenous peoples' representatives, UNITAR established the Training Programme to Enhance the Conflict Prevention and Peacebuilding Capacities of Indigenous Peoples' Representatives to provide negotiation training to key indigenous representatives for the peaceful resolution of disputes. Two such programmes are implemented annually – an international programme and a programme which rotates between regions.

18. **Special Needs of Women and Children in Conflict:** Concerns over sexual exploitation and abuse prove that in the world of peacekeeping "abstract" concepts like gender take on a very real face. Responding to the Security Council's landmark resolution 1325 (2000) and in view of contributing to meeting two Millennium Development Goals, *Equality for women* and *Save children's lives*, UNITAR has familiarized the civilian staff members of UN peacekeeping operations with the specific needs, human rights, potentials and situations of women and children during and after armed conflict through a series of practical, thematically cross-cutting, in-mission training workshops. By providing important training "inputs", the Institute's services have proven to be complimentary to the capacity-building efforts of the peacekeeping operations themselves, whose mandate focuses on preparing the host countries and their respective institutions to function in a post-conflict era. The UNITAR workshops have had a lasting and positive effect not only on enhancing the skills of international staff that often rotate into other missions, but also in building the capacity of local staff. A service provided by UNITAR to DPKO, these seminars are multi-partner activities on both the training delivery and client side. They utilize and further strengthen linkages

between a peace mission and its partners in the host country and constitute the only intensive, established and continuing training of this type available to all civilian peacekeeping personnel.

19. To complement the Institute's wide range of field-based training activities, **UNITAR's Programme of Correspondence Instruction (UNITAR POCI)** has continued to work closely with DPKO to provide beneficiaries from 129 countries with self-paced distance courses on 18 separate topical areas within peacekeeping.

20. International Affairs, Peace and Security: Summary of Activities During 2004-2005:

- UNITAR Developed and delivered 33 short-duration training activities in Geneva, Vienna and Nairobi, benefiting over 500 diplomats from 122 Member States;
- Responded to requests from 13 Member States and 6 partner organizations, and implemented 28 customized training events in Africa, Asia, Europe and South America, benefiting over 800 diplomats, government officers and other individuals from 72 Member States;
- Designed and implemented 14 global and regional fellowship courses for 401 beneficiaries from 121 countries;
- Trained 360 personnel of the key UN peace missions in Afghanistan, Haiti and Burundi;
- Produced approximately 22,000 UNITAR POCI distance learning course completions;
- Organized a high-level SRSG Seminar for all Special Representatives and senior UN staff;
- Published the second edition of the book entitled "On Being a Special Representative of the Secretary-General;
- Produced a set of DVDs of SRSG interviews, including one on "Lessons in Peacemaking";
- Published a Glossary of Terms for UN Delegates on Multilateral Conferences and Diplomacy; and
- Developed a CD-ROM on United Nations Documentation.

III. Sustainable development and environment

21. Ever since the report *Our Common Future* was published by the World Commission on Environment and Development, the importance of developing and implementing integrated policies that promote sustainable development is being recognized by the international community. The 2005 World Summit Outcome reaffirmed the commitment to achieve the goal of sustainable development, including through implementation of Agenda 21 and the Johannesburg Plan of Implementation, with efforts to promote the integration of the three components of sustainable development – economic development, social development and environmental protection – as interdependent and mutually reinforcing pillars. Furthermore, "poverty eradication, changing unsustainable patterns of production and consumption and protecting and managing the natural resource base of economic and social development" were mentioned by the Heads of State and Government as "overarching objectives of, and essential requirements for, sustainable development."

22. The international community widely acknowledges the need to strengthen the capacity of developing countries and countries with economies in transition to implement their international obligations at the national level. The Johannesburg Implementation Plan highlighted the importance of capacity building in

furthering the understanding of policy makers about the complex linkages between environment and sustainable development.

23. Training and capacity-building to assist countries to achieve sustainable development has become a priority area for UNITAR. A range of training activities on chemicals and waste management, climate change, environmental governance and democracy, environmental information management, environmental law and decentralized cooperation have assisted countries in achieving their internationally agreed environmental and development goals, including those contained in the Millennium Declaration, the Johannesburg Plan of Implementation, the World Conference on Disaster Reduction, the World Summit on Information Society and the 2005 World Summit Outcome.

Services and Activities

24. Through customized training, awareness-raising workshops, preparation of national profiles, distance-learning courses, knowledge-management methodologies, information-sharing platforms and the use of satellite applications the training activities on sustainable development have benefited a wide range of stakeholders, from government officials to NGOs and private sector representatives, as well as local authorities.

25. The activities developed have built on local experiences and knowledge-sharing, providing opportunities for the dissemination of experiences, good practices, and lessons learnt. Activities were developed within specific programme clusters and were implemented taking into account the needs, strategies and priorities of the beneficiary countries. They aimed at developing institutional strengths and decision-making capabilities to improve environmental management for sustainable development.

26. The section on sustainable development of the 2005 World Summit Outcome addressed the need for specific attention to particular sectors. On climate change, it was recognized that "climate change is a serious and long-term challenge that has the potential to affect every part of the globe" while the need to "assist developing countries to improve their resilience and integrate adaptation goals into their sustainable development strategies (…)" was emphasized. The ***Climate Change Programme*** produced and published, in cooperation with UNEP, UNDP and the UNFCCC Secretariat (including its Least Developed Countries Expert Group), training tools that are now used by all 44 LDCs national teams to formulate their GEF-funded "National Adaptation Programme of Action".

27. The promotion of sound management of chemicals and hazardous wastes throughout their life cycle, in accordance with Agenda 21 and the Johannesburg Plan of Implementation, leading to the minimization of significant adverse effect on human health and the environment was another issue emphasized in the 2005 World Summit Outcome. The ***Chemicals and Waste Management Programme*** has helped more than 120 countries to prepare a National Chemicals Management Profile through a multi-sectoral and multi-stakeholder collaboration. Moreover, the ECOSOC GHS Committee has nominated UNITAR/ILO as the focal point for capacity building to assist countries to implement the Globally Harmonized System for Classification and Labeling of Chemicals.

28. The 2005 World Summit Outcome also recalled the need to fully implement the commitments of the World Conference on Disaster Reduction, "in particular those related to the assistance to developing countries that are prone to natural disaster (…)." The ***UNOSAT Programme*** has started a series of demonstration projects in developing countries for the integration of natural disaster prevention in sustainable development planning at the local level.

29. The need to "assist developing countries' efforts to prepare integrated water resources management" and to "provide access to safe drinking water and basic sanitation in accordance with the Millennium Declaration and the Johannesburg Plan of Implementation" was another aspect highlighted in the 2005 World Summit Outcome. The ***Environmental Law Programme***, through a series of participatory workshops in the Sava River Basin countries, has trained national stakeholders to promote information exchange and collaboration to ensure quality and quantity of freshwater in the region.

30. The ***Decentralized Cooperation Programme,*** through an initiative co-sponsored with UN-HABITAT, launched a programme aiming at clarifying, the rights and the responsibilities of the stakeholders involved in the management, production and delivery of basic services. A major stage was reached in April 2005 when the UN-HABITAT Governing Council adopted resolution 20/5 entitled "Access to basic services for all within the context of sustainable human settlements". In its Resolution 20/5, the Governing Council requests UN-HABITAT and other relevant United Nations bodies such as UNITAR to compile best practices related to the delivery of basic services, to identify underlying principles on that issue and to propose the way forward.

31. The management of environmental data and information, highlighted in most multilateral environmental agreements (MEAs) and recalled in the world telecommunication development conferences, was re-emphasized in the 2005 World Summit Outcome. The ***Environmental Information Management Programme*** has contributed to support more than 15 African countries for the establishment of institutional mechanisms for the exchange and dissemination of environmental information.

32. The strengthening of compliance with and enforcement of MEAs has been mentioned as one of the key issues on environmental management (Agenda 21). For many developing countries and countries with economies in transition, insufficient capacity in various levels impedes the adequate implementation of MEAs. Over the past 8 years, UNITAR's Distance-Learning Course on International Environmental Law has been contributing to make the complex range of environmental agreements comprehensible to the respective policy-making communities, generating awareness among targeted groups, about relevant laws and regulations and about their rights, interests, duties and responsibilities, with emphasis on the need to comply with international obligations.

33. UNITAR's training activities on sustainable development were systematically implemented in partnership with local, regional or international institutions, providing added value to the work of partner countries and international organizations, such as the United Nations Environment Programme, the United Nations Development Programme, the International Telecommunication Union and the secretariats of international environmental agreements, such as Stockholm, Rotterdam, Aarhus and Climate Change Conventions.

34. Similarly, through its participation in international coordinating mechanisms, such as the UN Environmental Management Group (EMG), the Inter-Agency Task Force on Disaster Reduction or the Inter-Organization Programme for the Sound Management of Chemicals (IOMC), UNITAR has ensured that its activities are coordinated with those of other relevant international organizations.

35. UNITAR has increasingly addressed capacity development and training in an integrated manner. Thus, sustainable development has also been incorporated into training activities such as international affairs management, information society and activities developed by UNITAR outposted offices in New York and Hiroshima.

Summary of Activities

36. In 2004-2005, UNITAR Programmes involved in environment and sustainable development related activities have:

- supported some 250 country projects (including on-the-job training) involving roughly 4,000 beneficiaries;
- organized more than 50 regional or global workshops involving approximately 6,000 participants;
- developed and published some 25 guidance and training documents used by individuals in countries around the world;
- organized participatory and results oriented workshops, using knowledge-management methodologies to assess compliance and enforcement of environmental agreements, based on UNEP's guidelines on compliance with and enforcement of MEAs;
- promoted environmental law education and awareness-raising on multilateral environmental agreements and other legal instruments.

IV. Decentralized cooperation and local authorities

37. Local authorities play a key role in localizing and achieving international development goals such as the Millennium Development Goals and the Plan of Implementation of the World Summit on Sustainable Development (WSSD). The Decentralized Cooperation Programme (DCP) supports international initiatives spearheaded by the UN to fight poverty and ensure a sustainable environment by enhancing the capacities of local authorities, parliamentarians and their local partners to achieve sustainable development.

38. In 2005, the General Assembly affirmed in resolution (60/213) the relevance of UNITAR's training activities to answer the requirement of States and also of local authorities. This resolution represents an explicit recognition of the relevance of local authorities and adds an important dimension to UNITAR's mandate.

Services and Activities

39. In 2005, DCP was structured around two main missions: 1) to enhance the capacities of local authorities to implement international conventions and agreements on environment and sustainable development; 2) to reinforce the capacities of local authorities to achieve the Millennium Development Goals.

40. Training activities, based on knowledge management techniques and responding to priority needs thanks to a systematic need-based approach, are implemented through a global network of regional associated training centers called CIFAL (French acronym for International Training Centre for Local Actors). This network of 13 centres addresses the needs of local authorities for capacity-building expressed at the WSSD. In 2004, the first year of operation, 20 training sessions were organized benefiting over 600 participants. In 2005 there were 50 sessions, gathering over 2,800 participants representing more than 200 cities from 100 countries.

41. In the spirit of the Global Compact, UNITAR strengthened its partnership with private companies such as Alcatel, Hewlett-Packard, Total and Veolia Environnement which provided with both technical expertise and financial means. UNITAR also renewed and reinforced its partnership with entities such as national governments, International Organizations, networks of local governments and UN entities such as UNDP,

UNEP, UN-HABITAT, UNAIDS and ILO. New partnerships were concluded, in particular with the World Bank Institute in the field of integrated water resource management and financing municipal water services for local authorities.

42. During this reporting period, several initiatives were developed to reinforce the cluster and to strengthen the global coherence of the programmes:

Capacity-building on urban security

43. The urban security and coexistence programme was launched in 2005 to encourage local and regional authorities to adopt local security policies based on community building and respect of cultural diversity. The programme is based on a strong partnership with the regional government of Catalonia and its associated Center of Security Studies. Training activities are dedicated to local and regional governments from the Euro-Mediterranean region and Latin America. The objectives of the programme are: to build capacity of local authorities from cities and regions worldwide on safety and security issues through inter-regional training workshops, to formulate recommendations so that local governments in both regions can elaborate public policies allowing citizens to live in safe and quality urban environments, as well as to enlarge their networks.

City-AIDS

44. Since 2003 the City-AIDS programme, implemented in partnership with UNAIDS, strengthens the capacity of local actors to jointly address HIV/AIDS at city level. In 2004-2005, the programme was engaged with approximately 60 of the largest urban areas, mainly in Africa, the Caribbean and Latin America, to help build their competence in combating the pandemic. Through support to community and government interventions at the local level, City-AIDS contributes to scaling up national responses to AIDS as per the Road Map Towards Universal Access.

Urban management

45. A programme which aims at strengthening the capacities of local authorities to improve the standards and the quality of the services provided to populations such as drinking water, sanitation, waste management, urban transportation and urban planning. In the last two years, UNITAR has organized 20 training sessions in the following areas: municipal water and waste services' financing and management, access to water and waste services in disadvantaged urban areas and the delegated management of these services. Two hundred (200) elected representatives, municipal and technical staff from Asia, Africa, Central and Eastern Europe and Latin America benefited from these programmes.

Local authorities of Iraq

46. In 2005, UNITAR was approached by the United Nations Development Programme for Iraq to provide its training expertise to reinforce the capacities of local authorities in post-war Iraq. Accordingly, a pilot capacity-building programme directed at 150 representatives of Iraqi local authorities is being designed and implemented in the course of 2006.

Parliaments

47. In 2004, UNITAR launched a "Global capacity building initiative for parliaments on sustainable development" in collaboration with the Interparlimentary Union. The Initiative was launched in April 2005 during an Inaugural Conference which gathered over 150 parliamentarians from around the world. The success of this conference demonstrated that the initiative was timely, relevant and responsive to the need of parliaments. There will be follow-ups organized at the regional and national level. A first regional

training on water management took place in Lebanon, November 2005 for the parliaments of Arab countries.

V. Debt and financial management training programme

48. The Legal Aspects of Debt and Financial Management (DFM) offers training and capacity-building through seminars, workshops and e-Learning courses in selected areas relating to the legal aspects of debt, finance management and negotiation. DFM has acted as a host for regional training and research setups since the 1990s keeping government officials and debt managers - primarily from LDCs and heavily indebted poor countries - at the centre of the equation. Senior- and middle-level government officials from these regions have been trained through a mix of regional and web-based training programmes in the 'legal aspects' of debt and financial management.

49. DFM offers training services in Sub-Saharan African countries, Central Asian Republics and selected United Nations Member states. Beneficiaries include Government Ministries; Central Banks; Parastatals and major borrowers; Academia and think tanks; Parliaments; Non-Governmental Organizations and Lawyers' networks. In particular, the e-Learning courses of DFM have successfully conducted eleven six-week e-Learning courses. A total of 2,389 participants from 75 countries (selected from more than 8,000 registrations) successfully completed the courses with an average completion rate of 87%. Of the participants, 67% were from the African Region and 27% of successful participants were women.

50. DFM training is conducted with regional organizations to enhance complementarities and sustainability as well as to avoid duplication. The partnerships have allowed for a 'multiplier effect' of training in debt and financial management and a regional exchange of experiences. Partnerships of a technical nature are also established with International Organizations and International Financial Institutions. During the reporting period, DFM complemented the training and technical assistance provided by other UN bodies (e.g. UNDP and UNCTAD) as well as other international organizations (e.g. the World Bank Group, the International Monetary Fund, the Commonwealth Secretariat and the African Development Bank Group).

51. The value-added activities of DFM for the United Nations Member States can be summarized as follows:

- Being the only international organization programme providing systematic, short duration and practical-oriented training in the legal aspects of public debt management to government officials from Sub-Saharan Africa and other developing countries and economies in transition, DFM has provided beneficiary institutions *a channel to become cognizant of the importance of legal aspects in debt management*, and thus improve their legal frameworks which govern public finance and debt management.

- Selecting the use of the most *appropriate training methodology and technology* has enhanced the value of each training programme of DFM. By progressively introducing a web-based training platform, DFM has clearly expanded its outreach and the flexibility of its training programmes.

- DFM provides a unique website service for debt managers and has put in place training materials, documentation, best practices, case studies, glossaries, etc. It has systematically gathered and made available *a centralized information source for debt managers* from various Member States.

- Through a *regional and multi-disciplinary approach* involving lawyers and non-lawyers, as beneficiaries, DFM workshops have led to a broad-based exchange of experiences and cross-

fertilization of information among debt management officials. Moreover, DFM *joint ventures with regional partners* have lead to an institutional networking on a regular and systematic basis which did not exist previously.

VI. Information and communication technologies

52. The first phase of the World Summit on the Information Society (Geneva, December 2003) adopted a Declaration of Principles and a Plan of Action. The second phase of the World Summit (Tunis, November 2005) was dedicated to action and implementation. In the WSIS process, UNITAR played a crucial role to assist local authorities and regional governments in formulating their priorities, strategies and capacity-building targets to take advantage of the benefits of ICT.

53. In close liaison with the WSIS process, UNITAR has facilitated the organization of the two summits of local authorities and regional governments in the Information Society (Lyon, December 2003- Bilbao, November 2005). Local authorities have been actively involved in international affairs since the 1990s. Commitments made by Governments in the WSIS process are in line with the use of ICT to implement the Millennium Development Goals.

54. Key strategy issues for public actors have been raised through this process: e-government at the local level; e-democracy; capacity-building; the legal framework of decentralization; Public Private Partnerships; e-services and innovative e-applications responding to citizens' needs. The recommendations of the two Local Authorities Summits also emphasized the need for digital solidarity programmes as well as innovating approaches to revamp North-South cooperation and increase South-South partnerships. Articulating the international, national and local levels of governance was also a common concern of both the World and the Local Authorities Summits.

55. E-learning is a new modality of approaching capacity-building in the digital age. Therefore, UNITAR has dedicated many efforts to developing e-learning methodologies, curricula and programs. E-learning offers the potential to enlarge the scope of UNITAR's capacity-building programmes and the number of beneficiaries in all regions of the world.

Services and Activities

56. The scope of activities has covered all the key issues of the Information Society, notably e-administration; e-health; e-education; ICT for territorial management; sustainable development; ICT for risk management; e-health and public-private partnerships. Capacity-building and awareness- raising workshops and conferences have been implemented worldwide with a special emphasis on Africa, Asia-Pacific and Eastern Europe.

57. An example is **Local e-Governance** – In 2005, UNITAR and the Basque Regional Government co-organized the Second World Summit of Cities and Local Authorities on the Information Society in Bilbao, Spain. The Summit gathered more than 1000 participants who prepared a declaration expressing local authorities' commitments to developing the Information Society and the need for strategies at local level (e-local agendas). This declaration was included as a contribution to the World Summit on the Information Society held in Tunis. UNITAR took the lead in the preparatory process of the Bilbao Summit by organizing various thematic and regional workshops which took place worldwide. As a follow-up of the Bilbao Summit, UNITAR is preparing the implementation phase of e-local agendas for the period 2006-2010.

58. As already mentioned above, **UNOSAT** has created imagery built on concrete applications of satellite technology in support of disaster management and development planning at the local level. It has launched pilot initiatives to support decision making and local planning in risk-prone developing countries and in zones which are representative of typical vulnerability scenarios. Activities have focused on Sumatra, the Comoros Islands and Bougainville, as well as in arid zones at risk from flash floods and drought. Support and monitoring mapping have been developed for Djibouti and Somalia in particular. Another focus has been seismic areas in mountainous regions at risk from earthquakes and snow storms.

Summary of Activities

59. Activities on Information and Communication Technologies have produced major outcomes amongst which:

- The Declaration and Action Plan of the World Summits of Local authorities, which provide the framework for local authorities to implement their Information Society initiatives at local levels, in relation to national and international plans and priorities;
- The e-learning curricula, new working methods as well as good practices have been disseminated widely to various target audiences;
- Innovative partnerships have been developed bringing together UNITAR, the private sector and academic networks, combining the expertise and specific resources of each entity;
- E-applications, training materials and a collection of good practices have been collected and systematized on the major issues dealt with in the capacity-building workshops;
- The digital solidarity agenda promoted by the WSIS Plan of Action has been developed further by UNITAR in order to translate political commitments into action;
- Strategic information has been provided through satellite imagery to improve the planning and relief in crisis situations.

60. The beneficiaries of UNITAR's actions on ICT are multiple. They range from national and local administrative civil servants, decision-makers, e-content developers, local entrepreneurs, government officials as well as civil society bodies collaborating with national and local governments. UNITAR has established systematic working relationships with hands-on experts, especially in the South, in order to build capacity at the local level.

VII. Outposted activities

61. In addition to the Programmes based at UNITAR's Headquarters in Geneva, UNITAR has four out-posted Offices.

A) New York Office for the Americas (NYO)
B) Hiroshima Office for Asia and the Pacific (HOAP)
C) UNITAR Field Office in Port Harcourt, Nigeria (PHCO)
D) UNITAR Field Office in Dushanbe, Tajikistan

62. Though each office has its own history and focus, their overall objectives reflect, of course, those of the Institute, namely to provide effective training and capacity-building with a view to strengthening the international community's ability to respond to contemporary social and economic, peace and security

challenges. They are also a testimony to UNITAR's commitment to meet the expanding and varied needs of its stakeholders in all of its substantive and thematic programme areas: international affairs, peace and security; sustainable development and governance; information and communication technologies; and decentralized co-operation and local authorities.

Activities of the New York Office for the Americas

63. The UNITAR New York Office for the Americas (NYO), which opened in October 1996, organizes training for delegates of Member States, civil society and academia. It does so with the collaboration of the United Nations Secretariat, programmes and funds, as well as with academia, civil society and the private sector. NYO is also the Liaison Office for UNITAR Headquarters and the Regional Office for the Americas.

64. Annually, NYO designs and conducts an average of **30 training events** for the permanent missions accredited to the United Nations in New York. Through informal consultations with governments and the UN Secretariat, as well as the evaluation process carried out at the closing of each activity, NYO is able to adapt to the changing training needs of Member States in an increasingly complex and ever-evolving political landscape.

65. In 2004-2005, NYO trained some **3,137 individuals** representing almost all 191 Member States. In the biennium under review, NYO conducted **57 activities**. The range, depth and number of offerings, which have continuously expanded over the past ten years, cover three broad categories of training activities: (a) international law and policy; (b) UN system and its functioning; and (c) skills strengthening.

66. **Seminars on international law and policy** (number of participants: 747). NYO develops and implements seminars on international law and policy on topics that are of current relevance to the diplomatic community in New York. In 2004-2005, these included: intellectual property and development with World Intellectual Property Organization (WIPO); sustainable development and environmental law with the United Nations University (UNU); international trade law with the World Trade Organization (WTO); international economics and finance with Seton Hall University; law of the sea with the Office of Legal Affairs (OLA); migration and refugee issues with the International Organization for Migration (IOM) and the United Nations Population Fund (UNFPA); marketing for development with the University of Connecticut; and security and governance with UNU and the United Nations Office for Drugs and Crime (UNODC).

67. **Courses on the United Nations system and its functioning** (number of participants: 1,817). NYO is perhaps best known to delegates as the "one stop shop" for training on the United Nations system and its functioning. Each year, NYO offers an orientation course for new members of permanent missions on the work of the United Nations; briefings on the General Assembly, the Security Council, the Economic and Social Council; and workshops on the negotiation of international legal instruments, on the deposit of treaty actions with the Secretary-General and registration of treaties with OLA, the drafting of resolutions, and on documentation. In addition, NYO hosts a series on issues relating to the functioning and working of the Bretton Woods instruments, and on the annual meetings of the International Monetary Fund (IMF) and World Bank.

68. **Skills-strengthening workshops** (number of participants: 396). NYO is also called upon by Member States to organize skills-based training and capacity-building. These workshops are often of particular relevance to developing countries constituting delegates' first opportunity to partake in such exercises. In 2004-2005, skills-strengthening workshops included: public speaking in a diplomatic context; website

design; and the Policy Awareness and Information Technology (PATIT) programme, which assists delegates with computer skills and information technology know-how.

69. Each year, NYO also organizes a number of other specialized training and capacity-building opportunities.

70. The specialized training and capacity-building opportunities include:

- **Six diplomats** in 2004 **and nine diplomats** in 2005, all from developing countries, were offered the opportunity to partake in the **UNITAR Fellowship Programme at Columbia University Law School** and the **UNITAR Visitors Programme at New York University School of Law**. This Programme serves to enrich the perspectives of diplomats on international law issues by learning from pre-eminent academics in this field.

- In June of 2004 and June 2005, NYO hosted the **UNITAR Summer Institute on Global Issues Facing the United Nations**. In 2005, fourteen UN Fellows (mainly students from developing regions) were invited to partake in the Institute that year. The focus was *"Strengthening Respect for the Rule of Law"*, and was funded by the United Nations Foundation for International Partnerships (UNFIP). A total of **56 participants** attended in 2004 and **39 participants** in 2005.

- Moreover, the NYO also hosts the **Arab Diplomatic Training Programme** for diplomats from: Kuwait, Qatar, Saudi Arabia and the United Arab Emirates. This three-week intensive course offers diplomats the opportunity to learn first hand from skilled diplomats and UN experts on multilateral diplomacy. A total of **33 participants** attended in 2004 and **34 participants** in 2005.

Activities of the Hiroshima Office for Asia and the Pacific

71. UNITAR's Hiroshima Office for Asia and the Pacific (HOAP) designs and delivers training programmes conceived for and adjusted to the needs and realities of the Asia-Pacific region. Hiroshima, Japan, chosen as the site of UNITAR's regional Office, has a universal resonance symbolizing the folly of war, revival and reconstruction as well as the quest for universal peace. The main focus of HOAP therefore is on **post-conflict reconstruction**, **peace and human security**, as well as **economic and social development**.

72. In 2004-2005, HOAP trained some **425 individuals** from the Asia-Pacific region in a week-long executive programme. The main beneficiaries were government officials, representatives of academia and of the civil society. During this same period, some **103 individuals** contributed their knowledge, expertise and time as resource persons. This biennium, HOAP conducted **16 activities** in these areas.

73. **Post-conflict reconstruction and Fellowship for Afghanistan** (number of countries: 1; number of participants: 43) Two cycles were completed which benefited 43 Afghan nationals, of which nine persons have been appointed as Coaches for incoming cycles. An official Memorandum of Understanding (MoU) was concluded between UNITAR and the Independent Administrative Reform and Civil Service Commission of Afghanistan, thus integrating the training in the overall capacity-building strategies of Afghanistan.

74. **Management and conservation of World Heritage sites** (number of countries: 24; number of participants: 73) Three regional and national training workshops took place, targeting experts in natural and cultural heritage conservation. A "values-based" approach to heritage management has been introduced by UNITAR Faculty, and is being applied in the region. Dedicated partners such as UNESCO, the

International Council on Monuments and Sites, the World Conservation Union and the Getty Conservation Institute have now joined the Faculty.

75. **International economics and finance** (number of countries: 24; number of participants: 78) In 2004 and 2005, regional-level workshops were organized in Hiroshima, Japan. A national-level workshop was organized in Bishkek, Kyrgyzstan. Foreign direct investment for development financing was the main topic discussed. The Faculty was comprised of such partners as the Stillman School of Business at Seton Hall University, the Japan Bank for International Cooperation, Hiroshima University and Seoul National University, among others.

76. **Sea and human security** (number of countries: 19; number of participants: 50) Scientific and policy experts from the region met in Hiroshima to discuss priority matters regarding sea and ocean management. A focus on marine food security proved particularly relevant for the region. The City University of Hong Kong, the United Nations Food and Agricultural Organization (FAO), the Partnership in Environmental Management for the Seas of East Asia (PEMSEA), as well as Hiroshima University and Tokyo University were part of the faculty for this series.

77. **Biodiversity** (number of countries: 27; number of participants: 46) In 2004, a workshop was organized in Kushiro, Japan, gathering biodiversity experts from the region. This fifth session of the Series (since 1998) focused on integrated water management. The Series has continuous support of programme partners such as the Kushiro International Wetland Centre, the Convention on Biological Diversity and the Ramsar Convention Secretariat.

78. **International** peacekeeping (number of countries: 21; number of registered participants: 79) "United Nations as Peacekeeper and Nation-Builder: Continuity and Change – What Lies Ahead", a large-scale international conference gathered in Hiroshima in March 2005. The proceedings of the conference were published in book form by Martinus Nijhoff Publishers.

Activities of the UNITAR Field Office in Port Harcourt, Nigeria

79. The UNITAR Field Office in Port Harcourt (PHFO) was officially opened in March 2006. However, the bulk of the start-up work was achieved in 2005 with the design of a long-term training and capacity development project for local actors of the Niger Delta Region in the fields of: **community relations**, **conflict resolution**, **economic empowerment** and **environmental protection**. PHFO's objectives in the region are to: ease adequate, effective and prompt implementation of project objectives; maintain a close relationship with local actors to better understand the situation on site and seek solutions with stakeholders; and strengthen the UN presence and image in this region.

80. The conclusion of the feasibility study showed that PHFO is expected to train more than **5,000 individuals** of the Niger Delta Region over the next 5 years. Its main beneficiaries will be officials from Niger Delta States and local government authorities, representatives of the civil society (community leaders, youth leaders, NGOs), and the private sector (emerging small and medium-sized businesses, and petroleum companies).

Summary of Activities

81. **Institutional positioning of the Niger Delta Capacity Development Programme** where in 2005, a proposal was finalized in consultation with different stakeholders and potential financial partners in the region. Based on a common vision for the economic development of the Niger Delta Region, MoU were

negotiated with: the Federal Government of Nigeria, through the Niger Delta Development Commission (NDDC); five (out of 9) States of the Niger Delta Region (Abia, Akwa Ibom, Bayelsa, Delta and Rivers); and major petroleum companies operating in the Niger Delta. Agreements were concluded with Elf Petroleum Nigeria Limited (TOTAL Nigeria) and with a number of States of the Niger Delta Region, which resulted in a Trust Fund being established. The Trust Fund is managed by UNITAR, based on UN rules and regulations.

82. **Designing and preparing implementation of the Niger Delta Capacity Development Programme** which will be piloted in 2006 with a view to setting the precedent for a 5-year training and capacity-development programme. Broadly, the one-year preliminary phase is intended to: develop training curricula and related action plans adapted to the context of the region; set the conditions that will allow economic development of the Niger Delta; serve as an incentive to initiate and promote the implementation of the Millennium Development Goals (MDGs) through concrete projects and initiatives.

83. A preliminary set of training sectors include: **negotiation and conflict resolution**; **governance and local administration management**; **economic and social development planning**; **business development**; **environmental protection and compliance**; and **assessment and monitoring**. PHFO has developed partnerships with several local and international institutions and experts in order to implement the training curricula and related action plan.

84. Beyond these objectives, the Programme is intended to develop the capacities of governmental officials to define and implement good governance; stimulate reflections amongst high level federal and state officials, the private sector, development partners and other partners on how to reduce levels of violence, strengthen governments' capacity to manage their territory, and develop local economies; and build consensus on an agreed regional development strategy for the Niger Delta that meet expectations and needs of the majority of the population, and which takes into consideration current local, regional, federal and international agenda.

UNITAR Field Office in Dushanbe, Tajikistan

85. In 2004, UNITAR established its Project Field Office in Dushanbe in view of providing assistance to the Ministry of Economy and Trade of the Republic of Tajikistan in its accession process to the WTO. The Office's establishment was welcomed by the United Nations General Assembly. In 2005, the Office entered a second operational phase that witnessed an adaptation of its training mandate. The Office thus undertook a Training Needs Assessment (TNA) that identified the short and long-term training needs of the various beneficiaries in Tajikistan.

86. In 2005, **53 individuals** benefited from training activities. Resource persons were drawn from the Government of Tajikistan, NGOs, academia and international organizations. Based on the Training Needs Assessment referred to above, the Office implemented **two** training activities in Dushanbe in 2005:

87. **Trainings on national and international watercourses law and negotiation skills and techniques** where one training programme focused on **National and International Watercourses Law** and a second workshop focused on **Negotiation Skills and Techniques**. These were offered to Tajikistan's Ministries, governmental agencies, NGOs and academia.

88. These activities have resulted in enhancing the skills of its beneficiaries in order to better conduct their everyday work. They have also strengthened the capacity of governmental officials who represent and

defend their national interests in regional and international conferences and meetings. Finally, they have contributed to improving the understanding of international law and the national legal challenges related to the environment, water, watercourses, finance, development economics and decentralized cooperation.

VIII. UNITAR training methodologies

89. UNITAR's vision of training and capacity-building is based on the conviction that training should be linked to international, national and local efforts to initiate change, and should result in a measurable impact. To ensure that training can make such a contribution, UNITAR applies a number of core themes and principles:

- Transfer of experiences, technology and skills must be driven by the needs and demands of partners;
- Training should be an integral component of capacity-building and human resource development;
- Training should aim to enhance capabilities to efficiently perform relevant tasks;
- Training should contribute to national strategy development and implementation.

90. The training methodology selected for a particular training programme, course or other activity is critical to the effectiveness of that activity. A summary of the tools and methodologies used within the UNITAR training palette are presented below.

91. **Fellowship Programmes** are intensive courses, covering training periods of two to six weeks. They last usually longer than other training programmes, they are recurrent, annual programmes and participation is based on a competitive selection process. Taking place in the same venue, the fellowships enable trainees to update and deepen their knowledge of recent developments in a specific subject area.

92. **Thematic Workshops and Conferences** bring together key actors from national and local governments, the UN system, and the NGO community to discuss particular topics and themes that merit a systematic exchange of experiences and lessons learned. The outcomes of these meetings are recorded and widely disseminated as a contribution to future initiatives in the respective subject areas.

93. **Self-Assessment of Capacity Needs and National Profile Preparation** assist countries in undertaking country-driven self-assessments of their capacities in particular areas. UNITAR has developed and tested a number of methodologies and these assessments serve as a basis for identifying targeted capacity development programmes.

94. **Skills-building for Strategy Formulation and Action Plan Development** support national and local efforts in initiating action on priority topics, including skills-building courses for action plan development. While all substantive decisions are made at the country level, UNITAR provides guidance, information and expertise.

95. **Knowledge Management** (KM) is a methodology developed and used to capture and share knowledge accumulated within institutions. The basic steps of KM consist of self-assessment, distillation and transmission of experiences among a group of people in order to better its performance. The techniques of KM have various processes of self-assessment combined with other tools used with the participants of a

training activity to evaluate the competences of their communities in a particular issue. These tools enable the identification of levels of competences and provide ideal opportunities for knowledge sharing.

96. **Capacity-building through training and knowledge sharing** where UNITAR seeks to address capacity needs through innovative training and capacity-building partnerships with institutes in developing countries. The goal is to assist in enhancing these regional pools of expertise, as well as strengthening their infrastructure for delivering capacity-building activities and developing human resources. Through this methodology, UNITAR reinforces the network's ability to deliver targeted training and capacity development at the national and regional level. For example, the Climate Change Capacity Development (C3D) project, where partners have developed training modules for each selected topical areas and have then delivered training to the other centers as well as local and regional stakeholders. The development of these activities is conducted in direct consultation with expert representatives from each nation involved through a Project Advisory Panel.

97. **Training of Trainers (ToT)** is used for on-going support to programme participants throughout the in-country application phase of their activities and workshops. Here, former participants are appointed and supported as UNITAR Trainers to conduct training activities in their countries replicating the UNITAR's training methodologies.

98. **National Adaptation Plans of Action (NAPAs)** have been developed within UNITAR to serve as a simplified and direct channel for the communication of information relating to urgent and immediate adaptation needs of the Least Developed Countries (LDCs). NAPAs are not a UNITAR methodology per se, but jointly developed and used by the Climate Change Convention and the LDC group of experts and the Global Environment Facility Agencies.

99. **Distance Learning and e-Learning,** a methodology where the participants and trainers are separated by time, location or both. Distance Learning is the broader concept and encompasses the newest technology of e-Learning. At UNITAR, both Distance Learning and e-Learning methodologies have been developed, tested and retained as viable training options for government officials, diplomats, parliamentarians and other professionals who work full-time, mostly from developing countries and economies in transition.

100. Since the late 1980s, text-based Distance Learning courses have been offered to developing country government officials and professionals. Moreover, since the year 2000, UNITAR has put together a state-of-the-art e-Learning architecture which works for and meets the challenges of developing country officials and diplomats. A collection of e-Learning courses is offered to debt and finance-sector managers in the field of public debt management, and course themes for diplomats and environment specialists have also been put on-line. Special attention has been paid to finding the right balance between technology, didactics and the specific needs of UNITAR's target audience. To date, the e-Learning courses have had an average completion rate of 87% and have greatly contributed to increasing the Institute's visibility, outreach and image in UN Member States. The UNITAR e-learning platform has been put at the disposal of other UN programmes and entities.

101. **Research On-and-For Training** where UNITAR continues the evolution and improvement of its training methodologies. For this purpose, the Institute has focused its research activities on training and capacity-building programmes, methodologies and supports applied research on-and-for training. One key area of UNITAR's research oriented activities is the development of methodologies designed to allow evaluations

of UNITAR projects, in order to ensure that lessons learned from past experiences are applied to new initiatives.

IX. Partnerships and networks

102. Through partnerships with organizations from both within and external to the UN System, UNITAR systematically links its training and capacity-building activities with the substantive expertise and experience of other institutions. This allows UNITAR to tap into existing networks of excellence and to pool resources. **Partnerships** are regularly initiated with:

- ***International Organizations*** – UNITAR often conducts programmes upon the request of international organizations that have a substantive mandate and expertise in a particular area.

- ***Regional Organizations*** – The Institute partners with regional associations and commissions towards promoting peace and economic and social development, taking into consideration common needs across neighbouring countries.

- ***National Governments and Local Authorities*** – Governments, including national governments as well as local authorities, are the primary beneficiaries of UNITAR's training activities. Governments also play a crucial role in providing financial and technical resources for UNITAR's activities.

- ***The Private Sector*** – UNITAR increasingly engages in Public-Private Partnerships with major enterprises, in order to integrate their knowledge, resources and capacities into its activities.

- ***Civil Society*** – The important role of civil society groups working for the public interest on economic and social development is increasingly recognized. Often, special efforts are needed to support certain civil society groups, and UNITAR is making specific efforts to work with and strengthen the capacities of these relevant groups.

- ***Centers of Excellence and Academic Institutions*** – Recognizing the wealth of expertise and potential contribution of centers of excellence and academic institutions, UNITAR has initiated collaboration with these institutions.

103. Finally, **networks** at the national and local level play a key role in UNITAR's efforts to ensure that its training is relevant to national issues and priorities. These networks are often initiated and coordinated by Government, and involve a wide range of interested and affected parties, both within and outside of Government. For the sake of concrete illustration, the list of partnerships and networks is annexed (Annex VI).

X. Monitoring and evaluation

104. Following a recommendation of the UN Board of Auditors, UNITAR issued additional internal instructions and methodologies to harmonize the evaluation and performance assessment of projects across the entire programme activity of the Institute. These additional procedures have already entered into force and their complete integration into the UNITAR internal evaluation process is foreseen in 2007.

105. As a minimum requirement, all UNITAR main programmes and their projects systematically incorporate a harmonized evaluation and assessment methodology. Such methodology has been elaborated as part of the document entitled UNITAR's Programme Cycle for Training. The methodology includes detailed guidelines for designing, monitoring and evaluation of technical cooperation programmes and projects implemented by UNITAR and illustrates how to comply with reporting standards.

106. The following measures have also been taken to ensure accurate evaluation and monitoring of UNITAR activities:

- Each project implemented by UNITAR has a realistic evaluation mechanism able to define targets and indicators of performance taking account of budget and human resources constraints;
- As a minimum requirement, each programme and project, regardless its size and budget, must elaborate a concise self-evaluation report each year. This illustrates the basic structure and aim of each project and includes a yearly evaluation of performance;
- If required by the donors or otherwise stipulated, programmes and projects can request comprehensive and/or independent evaluations. These are then performed, taking into account budget and human resources constraints;
- The results of these evaluation procedures are shared among UNITAR programmes according to a dissemination procedure established by the Executive Director.

107. In addition to the measures indicated above, specific instructions have been issued concerning the generation, sharing and maintenance of supporting documentation of income reported in the financial statements of UNITAR. These instructions aim at implementing recommendations issued by the UN Auditors and the UNITAR Board of Trustees to facilitate the monitoring of the purpose of grants and contributions received by UNITAR and their coherence with the mandate and functions of the Institute.

Annex I

Statistics on country participation by regional grouping

(as of 31 December 2005)

Members of the Economic Commission for Africa, including Egypt
Number of Participants during the period under review: 18,899 **Number of Participants since UNITAR's inception: (38,078)**
Algeria: 138, (383); Angola: 38, (221); Benin: 508, (954); Botswana: 77, (466); Burkina Faso: 319, (816); Cameroon: 967, (1363); Cape-Verde: 220, (430); Central African Republic: 252, (367); Chad: 229, (756); Comoros: 73, (127); Congo: 1973, (2195); Côte d'Ivoire: 459, (846); Democratic Republic of the Congo: 122, (341); Djibouti: 5, (89); Egypt: 482, (1170); Eritrea: 222, (454); Ethiopia: 230, (848); Gabon: 13, (544); Gambia: 350, (756); Ghana: 1480, (2268); Guinea: 131, (329); Guinea-Bissau: 101, (192); Guinea (Equatorial): 131, (173); Kenya: 995, (1554); Lesotho: 57, (320); Liberia: 145, (261); Libya: 20, (207); Madagascar: 48, (358); Malawi: 207, (564); Mali: 108, (591); Mauritania: 85, (259); Mauritius: 35, (269); Mozambique: 107, (323); Namibia: 87, (340); Niger: 745, (976); Nigeria: 3439, (4427); Rwanda: 216, (452); Sao Tome and Principe: 109, (132); Senegal: 875, (2,953); Seychelles: 3, (63); Sierra Leone: 329, (510); Somalia: 12, (103); South Africa: 683, (1,328); Sudan: 557, (1,073); Swaziland: 33, (217); the United Republic of Tanzania: 178, (582); Togo: 481, (620); Tunisia: 19, (486); Uganda: 532, (1,089); Zambia: 146, (756); Zimbabwe: 128, (1,177).

Members of the Economic Commission for Europe, including Canada and the United States of America, as well as Armenia, Azerbaijan, Kazakhstan, Kyrgyzstan, Tajikistan, Turkey, Turkmenistan, and Uzbekistan.
Number of Participants during the period under review: 6,957 **Number of Participants since UNITAR's inception: (26,695)**
Albania: 55, (146); Andorra: 138, (159); Armenia: 211, (284); Austria: 74, (355); Azerbaijan: 46, (287); Belarus: 103, (185); Belgium: 119, (324); Bosnia and Herzegovina: 48, (157); Bulgaria: 90 (303); Canada: 418, (1,260); Croatia: 166, (323); Cyprus: 7, (100); Czech Republic: 15, (246); Denmark: 41, (231); Estonia: 16, (53); Finland: 41, (272); France: 653, (1,588); Georgia: 120, (211); Germany: 173, (2,443); Greece: 33, (145); Hungary: 17, (202); Iceland: 13, (65); Ireland: 62, (204); Israel: 21, (241); Italy: 481, (1,049); Kazakhstan: 84, (274); Kyrgyzstan: 113, (312); Latvia: 13, (101); Liechtenstein: 22, (63); Lithuania: 21, (266); Luxembourg: 13, (92); Malta: 20, (176); Monaco: 12, (28); Netherlands: 107, (440); Norway: 69, (272); Poland: 76, (280); Portugal: 72, (266); Republic of Moldova: 31, (59); Romania: 139, (251); Russian Federation: 150, (422); San Marino: 3, (32); Slovakia: 90, (276); Slovenia: 30, (111); Spain: 251, (764); Sweden: 68, (392); Switzerland: 430, (906); Tajikistan: 103, (514); the former Yugoslav Republic of Macedonia: 77, (249); Turkey: 140, (451); Turkmenistan: 5, (150); Ukraine: 19, (164); United Kingdom of Great Britain and Northern Ireland: 243, (855); United States of America: 1,429, (7,424); Uzbekistan: 31, (277).

Members of the Economic and Social Commission for Western Asia, including Egypt
Number of Participants during the period under review: 1,484 **Number of Participants since UNITAR's inception: (5,162)**
Bahrain: 7, (209); Egypt: 482, (1,170); Jordan: 342, (660); Kuwait: 106, (485); Lebanon: 57, (189); Oman: 50, (222); Palestine: 13, (728); Qatar: 84, (249); Saudi Arabia: 39, (237); Syrian Arab Republic: 33, (309); United Arab Emirates: 129, (244); Yemen: 142, (460)

Members of the Economic Commission for Latin America and the Caribbean, excluding Canada, France, Italy, Netherlands, Portugal, Spain, United Kingdom of Great Britain and Northern Ireland and United States of America
Number of Participants during the period under review: 2,783 **Number of Participants since UNITAR's inception: (12,436)**
Antigua and Barbuda: 10, (50); Argentina: 194, (785); Bahamas: 13, (161); Barbados: 21, (151); Belize: 8, (87); Bolivia: 123, (336); Brazil: 239, (975); Chile: 36, (381); Colombia: 78, (392); Costa Rica: 135, (408); Cuba: 6, (628); Dominica: 11, (49); Dominican Republic: 67, (352); Ecuador: 141 (849); El Salvador: 145, (410); Grenada: 11, (56); Guatemala: 54, (298); Guyana: 21, (165); Haiti: 222, (604); Honduras: 242, (398); Jamaica: 219, (498); Mexico: 90, (740); Nicaragua: 16 (182); Panama: 96, (257); Paraguay: 84, (375); Peru: 106, (1,109); Saint Kitts and Nevis: 0, (29); Saint Lucia: 8, (276); Saint Vincent and the Grenadines: 9, (42); Suriname: 77, (236); Trinidad and Tobago: 102, (298); Uruguay: 48, (253); Venezuela (Bolivarian Republic of): 151, (606)

Members of the Economic Commission for Asia and the Pacific, including Armenia, Azerbaijan, Kazakhstan, Kyrgyzstan, Tajikistan, Turkey, Turkmenistan and Uzbekistan; excluding France, Netherlands, Russian Federation, United Kingdom of Great Britain and Northern Ireland and United States of America
Number of Participants during the period under review: 8,516 **Number of Participants since UNITAR's inception: (20,981)**
Afghanistan: 676, (797); Armenia: 211, (284); Australia: 772, (1,982); Azerbaijan: 46, (287); Bangladesh: 1322, (1,706); Bhutan: 15, (166); Brunei Darussalam: 42, (219); Cambodia: 154, (345); China: 177, (1,030); Democratic People's Republic of Korea: 11, (97); Fiji: 47, (187); India: 876, (1,534); Indonesia: 355, (1,163); Islamic Republic of Iran: 132, (554); Japan: 107, (621); Kazakhstan: 84, (274); Kiribati: 30, (44); Kyrgyzstan: 113, (312); Lao People's Democratic Republic: 62, (194); Malaysia: 549, (889); Maldives: 15, (138); Marshall Islands: 23, (73); Micronesia: 8, (40); Mongolia: 163, (424); Myanmar: 48, (239); Nauru: 20, (44); Nepal: 151, (379); New Zealand: 97, (365); Niue: 0, (2); Pakistan: 360, (914); Palau: 8, (11); Papua New Guinea: 15, (91); Philippines: 503, (1,024); Republic of Korea: 50, (329); Samoa: 47, (87); Singapore: 90, (334); Solomon Islands: 2, (50); Sri Lanka: 355, (692); Tajikistan: 108, (514); Thailand: 357, (845); Tonga: 16, (43); Turkey: 140, (451); Turkmenistan: 5, (150); Tuvalu: 2, (86); Uzbekistan: 31, (277); Vanuatu: 1, (46); Viet Nam: 120, (648).

Note: this represents 38,639 participants in UNITAR Activities for biennium 2004-2005. The total number of participants over that period amounted to 57,378. **The difference of 18,739 represents the number of participants in the UN system and agencies, Member States, non-registered nationalities, NGOs, Universities, and others.**

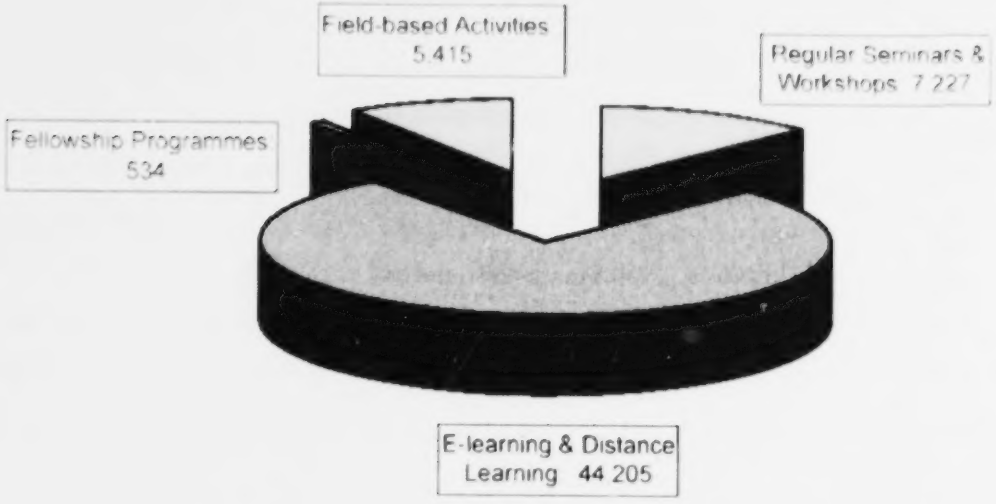
Annex II

Report on participation by region

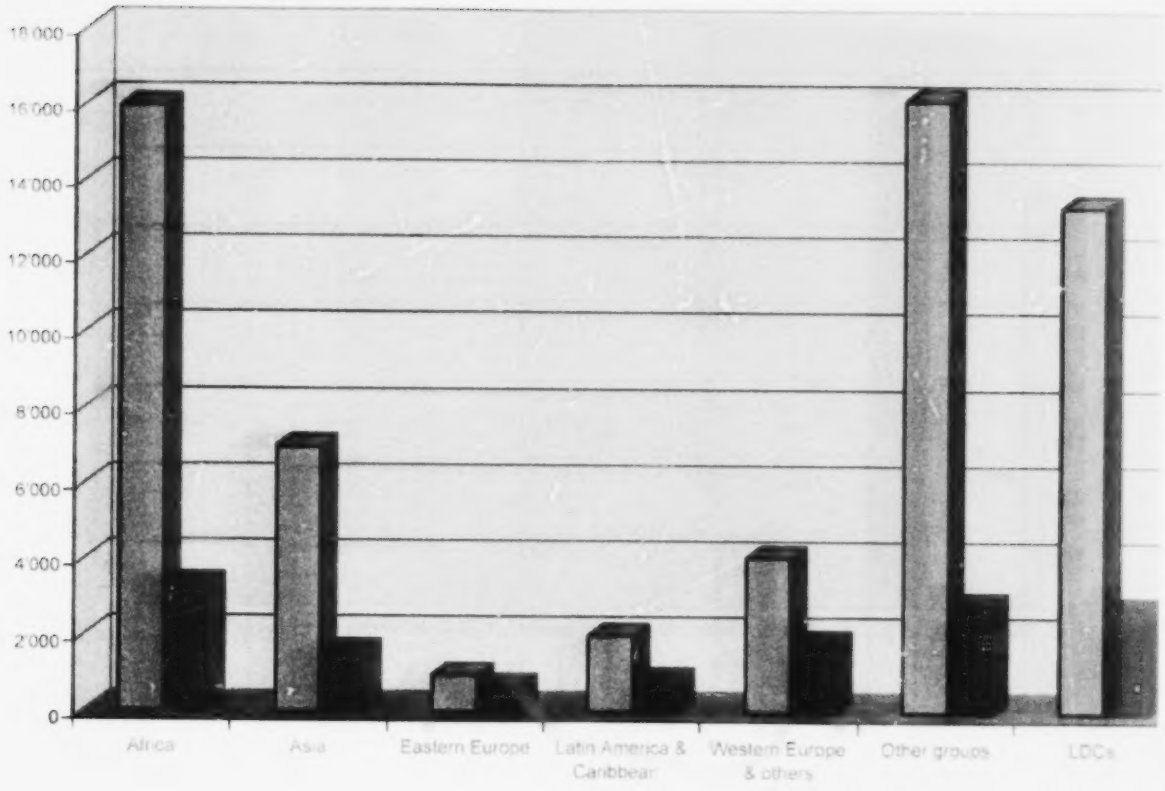
Total number of participants for UNITAR activities from January 1, 2004 to December 31, 2005	**57,378**	**100%**
Participants from developing countries	30,242	53 %
Participants from countries with economies in transition	1,982	3 %
Participants from industrialized countries	6,425	1 %
Participants from NGOs, UN system and non-registered nationalities	18,739	33 %

It appears that participants from developing countries remain the main beneficiaries of UNITAR's activities (53 %).

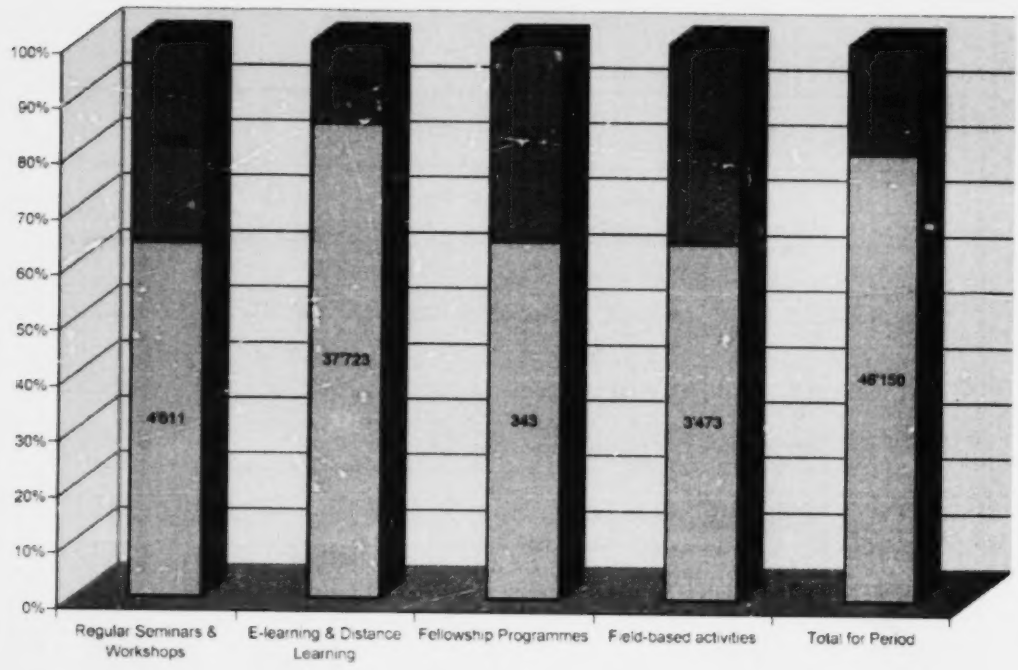
Annex III
Distribution of participants per category of UNITAR training activities



Annex IV
Number of participants per group of countries



Annex V
Gender distribution per category of UNITAR training activities



Annex VI

List of UNITAR partnerships and networks (2004-2005)

International Organizations

Convention on Biological Diversity Secretariat, Canada

Dag Hammarskjöld Library

Economic and Social Council

Food and Agriculture Organization of the United Nations (FAO)

Global Environment Facility (GEF)

Inter-Agency Support Group on Indigenous Issues (IASG)

International Committee of the Red Cross (ICRC)

International Court of Justice (ICJ)

International Criminal Court (ICC)

International Criminal Tribunal for the former Yugoslavia (ICTY)

International Labour Office (ILO)

International Monetary Fund (IMF)

International Organization for Migration (IOM)

International Programme on Chemical Safety (IPCS)

International Security Assistance Force (ISAF)

International Trade Centre (ITC)

International Tribunal for the Law of the Sea (ITLOS)

Joint United Nations Programme on HIV/AIDS (UNAIDS)

Office for the Coordination of Humanitarian Affairs

Office of the United Nations High Commissioner for Human Rights (UNHCHR)

Office of the United Nations High Commissioner for Refugees (UNHCR)

Organization for Economic Cooperation and Development (OECD)

Organization for the Prohibition of Chemical Weapons (OPCW)

Organization for Security and Cooperation in Europe (OSCE)

Organisation Internationale de la Francophonie (OIF)

Ramsar Convention Secretariat, Switzerland

Secretariat of the Aarhus Convention

Secretariat of the Basel Convention

Secretariat of the Rotterdam Convention

Secretariat of the Stockholm Convention

United Nations Assistance Mission in Afghanistan (UNAMA)

United Nations Children's Fund (UNICEF)

United Nations Compensation Commission (UNCC)

United Nations Conference on Trade and Development (UNCTAD)

United Nations Convention to Combat Desertification (UNCCD)

United Nations Department of Peacekeeping Operations

United Nations Department of Political Affairs

United Nations Development Fund for Women (UNIFEM)

United Nations Development Programme (UNDP)

United Nations Economic Commission for Africa (UNECA)

United Nations Economic Commission for Europe (UNECE)

United Nations Educational, Scientific and Cultural Organization (UNESCO)

United Nations Fund for International Partnerships (UNFIP)

United Nations Framework Convention for Climate Change (UNFCCC)

United Nations Human Settlements Programme (UN - HABITAT)

United Nations Industrial Development Organization (UNIDO)

United Nations Library Geneva

United Nations Mission of Support in East Timor (UNMISET)

United Nations Office on Drugs and Crime (UNODC)

United Nations Office Geneva (UNOG)

United Nations Office of Legal Affairs

United Nations Office for Outer Space Affairs

United Nations Office for Project Services (UNOPS)

United Nations Office Nairobi (UNON)

United Nations Office Vienna (UNOV)

United Nations Operation in Burundi (ONUB)

United Nations Permanent Forum on Indigenous Issues

United Nations Population Fund (UNFPA)

United Nations Secretariat

United Nations Stabilization Mission in Haiti (MINUSTAH)

United Nations University (UNU)

United Nations Volunteers (UNV)

World Bank Group

World Food Programme (WFP)

World Health Organization (WHO)

World Intellectual Property Organization (WIPO)

World Trade Organization (WTO)

Regional Organizations

African Union (AU)

African Commission on Human and Peoples' Rights (ACHPR)

African Development Bank (AfDB), Abidjan/Tunis, Côte d'Ivoire/Tunisia

Association of South East Asian Nations (ASEAN)

Asia-Pacific Economic Cooperation (APEC)

Asian Disaster Reduction Centre (ADRC), Kobe, Japan

Asian Development Bank (ADB), Philippines

Comision Centroamericana de Ambiente y Desarrollo (CCAD), San Salvador

Commonwealth Secretariat

Council of Europe

EC-ASEAN Intellectual Property Rights Cooperation Programme, Bangkok, Thailand (ECAP II)

European Commission- DG Development

European Commission- DG Environment

European Commission Joint Research Centre, Ispra, Italy

European Organization for Nuclear Research (CERN)

European Space Agency (ESA)

European Union Space Centre

European Foundation for the Sustainable Development of Regions (FEDRE), Geneva, Switzerland

GEF/UNDP/IMO Regional Programme on Building Partnerships in Environmental Management for the Seas of East Asia (PEMSEA), Philippines

Latin American Federation of Cities, Municipalities and Associations, Quito, Ecuador

Macroeconomic and Financial Management Institute for Eastern and Southern Africa (MEFMI), Harare, Zimbabwe

New Partnership for Africa's Development (NEPAD)

Pôle Régional de Formation en gestion de la dette en Afrique du Centre et de l'Ouest (Pôle-Dette), Yaoundé, Cameroun

Region Rhône-Alpes, Lyon, France

Regional Network of Local Authorities for the Management of Human Settlements, (Citynet), Yokohama, Japan

Regional Trade Facilitation Programme, Gaborone, Botswana

Southern Africa Development Community (SADC)

West African Institute for Financial and Economic Management (WAIFEM), Lagos, Nigeria

National Governments and Local Authorities

Afghan Ministry of Women's Affairs

Banque Centrale des Etats de l'Afrique de l'Ouest (BCEAO), Dakar/Sénégal

Central Bank of Venezuela, Caracas

Canton of Geneva, Switzerland

Central Banks (Banque des Etats de l'Afrique Centrale (BEAC), Yaoundé/Cameroun

City of Hiroshima, Japan

Community of Matagalpa, Nicaragua

Consejo Estatal de Proteccion al Ambiente (COEPA), Veracruz, Mexico

Debt Management Offices

Diplomatic Training Institutes (Gambia, Iraq, Morocco, Saudi Arabia, South Africa, Thailand, Viet Nam)*

Engineering Service for Afghanistan Reconstruction, Afghanistan

German Academic Exchange Service (DAAD)

Hiroshima Prefectural Government, Japan

Independent Administrative Reform and Civil Service Commission (IARCSC), Afghanistan

International Association of French-speaking Mayors (AIMF), Paris, France

Japan Bank for International Cooperation (JBIC), Japan

Japan International Cooperation Agency (JICA) , Japan

Kushiro International Wetland Centre (KIWC), Japan

Le Grand Lyon, France

Lower Colorado River Authority (LCRA), United States of America

Ministry of Finance and Planning of Indonesia

Ministries of Development Cooperation and/or Foreign Affairs in: Canada, Ecuador, Eritrea, Gambia, Indonesia, Iraq, Japan, Morocco, Myanmar, Netherlands, Nigeria, Serbia and Montenegro, South Africa, Switzerland, Thailand, United States of America, Viet Nam

Ministries of Environment and/or Health in: Albania, Algeria, Armenia, Bangladesh, Barbados, Belarus, Benin, Bhutan, Botswana, Bulgaria, Burundi, Cambodia, Chad, Chile, China, Comoros, Congo, Costa Rica, Côte d'Ivoire,

Democratic Republic of the Congo, Djibouti, Democratic People's Republic of Korea, Ecuador, Egypt, El Salvador, Ethiopia, Gambia, Georgia, Ghana, Guinea, Guinea Bissau, Haiti, India, Indonesia, Jamaica, Japan, Jordan, Kazakhstan, Kenya, Kiribati, Kyrgyzstan, Lao People's Democratic Republic, Lebanon, Lesotho, Malawi, Malaysia, Mali, Mauritania, Micronesia, Mongolia, Nepal, Nigeria, Oman, Pakistan, Panama, Papua New Guinea, Philippines, Samoa, São Tome and Principe, Senegal, Slovenia, South Africa, the Sudan, Suriname, Thailand, Togo, Tunisia, Uganda, United Republic of Tanzania, Yemen, Zambia, Zimbabwe

Ministry of International Economic Relations of the Union of Serbia and Montenegro

Ministry of Land, Infrastructure and Transport, Japan

Ministry of Land Planning and Environment of Algeria

National Economic Development and Labour Council (NEDLAC), Pretoria, South Africa

National Planning Commission, Damascus, Syrian Arab Republic

Municipal Development Partnership, Cotonou, Benin

Network of Local Authorities for the Information Society (IT4All), Bilbao, Spain

Programme SYNI (Ville de Lausanne & Association Synergie Internationale), Lausanne, Switzerland

Union of the Baltic Cities (UBC), Gdansk, Poland

United Cities and Local Governments (UCLG), Barcelona, Spain

Swiss Agency for the Environment, Forests and Landscape (SAEFL)

Yakushima Environmental Culture Centre

* UNITAR is also closely associated with the Group of Deans and Directors of Diplomatic Academies and Foreign Service Institutes comprising 65 Diplomatic Training Institutes

The Private Sector

Alcatel, Paris, France

Consultatio Venture Consulting AG, Augsburg, Germany

CropLife International, Brussels, Belgium

Digitech, Fernelmont, Belgium

Dexia Crédit Local, Paris, France

Digital globe, Longmont, United States of America

Element-K, Rochester, United States of America

Eurimage, Rome, Italy

INTA SPACE TURK, Ankara, Turkey

Intel Corporation, Santa Clara, United States of America

International Council of Chemical Associations, Brussels, Belgium

Gamma Remote Sensing, Gümligen, Switzerland

Hewlett-Packard, Geneva, Switzerland

Korea Telecom Corp., Republic of Korea

Lamb & Lamb, United States of America

Mazda Motor Corporation, Japan

Microsoft Corporation, United States of America

Mikuni & Co., Japan

Molten Corp, Japan

PKN Orlen, Plock, Poland

Public Speaking International, Boston, United States of America

Sachsen Wasser GmbH, Leipzig, Germany

Société Générale de Surveillance (SGS), Geneva, Switzerland

Spot Image, Toulouse, France

TOTAL, Paris, France

VEOLIA Environnement, Paris, France

Civil Society

Auditoria Democratica Andina, Quito, Ecuador

Global Ecovillage Network, Findhorn, Scotland

Indigenous Peoples' of Africa Coordinating Committee, (IPAAC), Cape Town, South Africa

International Committee of the Red Cross (ICRC), Switzerland

International Council on Monuments and Sites (ICOMOS), Australia

International Ocean Institute (IOI), Japan

International Physicians for the Prevention of Nuclear War (IPPNW), Japan

International POPs Elimination Network (IPEN)

International Working Group for Indigenous Affairs, (IWGIA), Copenhagen, Denmark

MapAction, Beckenham Kent, United Kingdom of Great Britain and Northern Ireland

Reuters Foundation, London, United Kingdom of Great Britain and Northern Ireland

Save the Children - Sweden, Stockholm, Sweden

Telecoms Sans Frontiers, Pau, France

World Conservation Union (IUCN), Gland, Switzerland

World Wildlife Fund (WWF)

WSP International, Switzerland

Centers of Excellence and Academic Institutions

Armenian Academy of Sciences, Yerevan

Auschwitz-Birkenau State Museum, Poland

Bibliotheca Alexandrina, Egypt

Centre for Conflict Resolution, Cape Town, South Africa

City University of Hong Kong, China

Columbia University, New York, United States of America

Diplomatic Academy of Vienna, Austria

Energie Environment Development Programme (ENDA TM), Dakar, Senegal

Getty Conservation Institute (GCI), United States of America

Global Change SysTem for Analysis Research an Training (START) - International

START Secretariat, Washington, D.C., United States of America

Graduate Institute of Development Studies (IUHED), Geneva, Switzerland

Hiroshima Institute for Peace Science, Japan

Hiroshima Peace Institute, Japan

Hiroshima Prefecture Fisheries and Marine Technology Centre, Japan

Hiroshima University, Community Cooperation Centre, Japan

Hiroshima University, Graduate School for International Development and Cooperation (IDEC), Japan

Hiroshima University, Graduate School of Biosphere Science, Japan

Hiroshima University, Environmental Research and Management Center, Japan

Hiroshima University, Institute of Peace Studies (IPS)

Hiroshima University, Japan

Hokkaido University, Graduate School of Environmental Earth Science, Japan

Indian Ocean Marine Affairs Cooperation (IOMAC), Sri Lanka

Institute for Environment and Development (LESTARI) at Kebangsaan University, Malaysia

Institute for Ocean Policy, Ship & Ocean Foundation, Japan

Institute of Policy Studies (IPS), Singapore

International Center for Tropical Agriculture (CIAT), Cali, Colombia

International Charter Space and Major Disasters, International Recovery Platform, Kobe, Japan

International Law Institute (ILI), Kampala, Uganda

International Peace Academy, New York, United States of America

Japan Wildlife Research Center (JWRC), Japan

National Centre for Space Studies (CNES), Paris, France

New York University, New York, United States of America

Northern Arizona University/Builders without Borders, United States of America

Munasinghe Development Insitute (MIND), Colombo, Sri Lanka

Pacific Disaster Centre, Hawaii, United States of America

Prefectural University of Hiroshima, Japan

Project on International Courts and Tribunals (PICT), London/New York

Research Institute for Ocean Economics, Japan

Seoul National University, Republic of Korea

Seton Hall University, South Orange, United States of America

Singapore International Foundation (SIF), Singapore

Stillman School of Business at Seton Hall University (SHU), United States of America

Stockholm Environment Institute, Oxford, United Kingdom of Great Britain and Northern Ireland

SURE Institute, Pakistan

Tenri University, Japan

Tokyo University, Asian Natural Environmental Science Centre, Japan

University of Calgary, Canada

University of Hyogo, Japan

University of Texas at Austin, United States of America

University of Cape Town, South Africa

University of Connecticut, Storrs, United States of America

University of Geneva, Switzerland

University of Joensuu, Finland

Urban Design Research Institute (UDRI), India

Victoria University of Wellington, New Zealand

Wildlife Institute of India

Yale University, United States of America

Zayed University of the United Arab Emirates

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